



## MPD recruiting and retention strategic plan *Executive summary*

Our strategic plan for recruiting and retaining MPD is centered on best practices.

Our #1 goal is to increase **MPD complement to 2,300 by 2020.**

In order to do this we have the following plan:

1. **Evolve City of Memphis culture:** build a culture focused on collaboration, innovation, accountability, and service
2. **Enhance police recruiting efforts:** add 200 new officers per year
3. **Enhance force multiplier recruiting efforts:** maintain complement of 100 PSTs
4. **Lower sworn officer turnover to 2013 levels:** 115 sworn officers per year

### MPD RECRUITING AND RETENTION UPDATE FY19 Q2

Alex Smith, Chief HR Officer  
October 2018

MPD Recruiting and Retention – Goal Progress

Goal	Progress
Enhance police recruiting efforts	<ul style="list-style-type: none"><li>2014 MPD hired 51 recruits</li><li>2015 MPD hired 2 classes total 95 recruits</li><li>Since January 2016:<ul style="list-style-type: none"><li>we have hired 419 recruits</li><li>we have graduated 273 recruits</li></ul></li><li>2019 and Beyond<ul style="list-style-type: none"><li>Plan to hire 300 recruits per year</li></ul></li></ul>
Enhance force multiplier recruiting	<ul style="list-style-type: none"><li>Currently have 105 PSTs</li><li>Continue to invest in PST and Blue Path programs</li></ul>
Lower sworn officer turnover	<ul style="list-style-type: none"><li>YTD sworn attrition 99 officers</li><li>Since 2015 sworn attrition has dropped 25%</li></ul>

MPD Current Compliment *(as of Oct 15, 2018)*

Role	YTD Number of Employees	Target Number of Employees (12/18)
Commissioned Officers <i>(includes PII Prob)</i>	2003	2006

MPD 2018-2019 Talent Pipeline



# MPD Recruiting

MPD Class Information

PR Class	Total Hired	Total Graduated	Academy Attrition
123	108	85	21%
124	99	85	14%
125	71	66	7%
126	44 (33) (11 PST went back to Academy 8-18-18)	38 (approx) (graduate 12/06)	14% (approx.)
127	97	TBD	TBD
Totals	419	273	15% (avg)

MPD Class Start Dates

Class	Start Date
59 <sup>th</sup> PST	January 19, 2019
PR128	January 19, 2019
PR129	April 1, 2019
60 <sup>th</sup> PST (Blue Path)	June 24, 2019
PR130	June 24, 2019
PR131	September 30, 2019
PR132	December 16, 2019

MPD Police Recruiting Challenges and Solutions

Recruiting Challenges	Solutions
Candidate interest	<ul style="list-style-type: none"><li>• National Recruitment Marketing Firm</li><li>• Jobs4Police.com partnership – in progress</li><li>• National Fraternal Order of Police</li><li>• Continue to promote Best in Blue commercial on Pandora, TV, Radio, Google, YouTube, and Social Media</li><li>• Delayed entry program</li><li>• Soldier for Life partnership – in progress</li><li>• Continue local recruitment initiatives</li></ul>
Candidate physical fitness	<ul style="list-style-type: none"><li>• Detailed review of expectations</li><li>• Conditioning camp</li></ul>
Background Challenges	Solutions
Background completion	<ul style="list-style-type: none"><li>• Clear RACI</li><li>• Increased number of investigators</li><li>• Routing civilian backgrounds to TBI</li><li>• Guardian background investigation tool</li></ul>

MPD Talent Pipeline



MPD Retention



MPD Attrition *(as of Oct 15)*

	Police Services								
	Commissioned			Non-Commissioned			All Employees		
	Retirement	Resignation	Total	Retirement	Resignation	Total	Retirement	Resignation	Total
2012	48	35	83	10	34	44	58	69	127
2013	55	58	113	8	16	24	63	74	137
2014	74	85	159	18	20	38	92	105	197
2015	72	103	175	5	29	34	76	132	208
2016	72	62	134	10	43	53	82	105	187
2017	69	61	130	6	40	46	75	101	176
YTD 2018	60	39	99	3	33	36	63	72	135

MPD Retention Bonus Update

- **2017:** 624/703 (89% take rate)
  - 26 terminations
    - 1 ADAAA
    - 17 Resignations
    - 8 Retirements
- **2018:** 13/30 (43% take rate) (work-in-progress)
- **Next Payout November 2018**
  - 598 (598/624 – 96% Retention Rate)
  - Pay out (\$802,200)
    - 84 Silver (\$1,200 = \$100,800)
    - 348 Gold (\$1,300 = \$452,400)
    - 166 Platinum (\$1,500=\$249,000)

MPD Police Retention Challenges and Solutions

Retention Challenges	Solutions
Career advancement	<ul style="list-style-type: none"><li>• <b>Promotions for 4 ranks this year</b><ul style="list-style-type: none"><li>• Promoted 42 to rank of Sergeant</li><li>• Promoted 32 to rank of Lieutenant</li><li>• Promotions for Lieutenant Colonel and Major forthcoming</li></ul></li><li>• <b>IACP training</b><ul style="list-style-type: none"><li>• Completed one training class of 36 in August 2018. Next class of 36 will be in October 2018</li></ul></li></ul>
Compensation and benefits	<ul style="list-style-type: none"><li>• Communication - Total rewards marketing</li><li>• Sick leave bank</li><li>• \$0 mental health copay for 10 visits</li><li>• Flat premiums</li></ul>
Operational efficiencies/culture	<ul style="list-style-type: none"><li>• IACP workforce report (waiting)</li><li>• Engagement action plan</li></ul>

Next Steps

- Lateral and Fast Track Revamp**
  - Working with national marketing firm to develop plan
- **Recruiting Push**
  - Talent profiles
  - Background tool
- Retention**
  - Officer physical and mental wellness initiatives
    - Building a Metro Peer Support network
    - Developing a Mental Health Resource App
    - Planning a Suicide Prevention Campaign
    - Expanding Resiliency Building Programming



Thank you!

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D. Michael Dunavant  
United States Attorney  
Western District of Tennessee

## History

- From 1964 to 1980, the violent crime rate tripled in this country. So did robbery. The murder rate doubled. Aggravated assault nearly tripled.
- This was an alarming time for communities across this country. In 1984, Congress passed the Armed Career Criminal Act (ACCA), which gave federal prosecutors a powerful new tool to fight the rise in crime. This law helped prosecutors put away the most violent criminals by requiring a minimum 15-year sentence for felons who were caught with a firearm after their third robbery or burglary conviction.
- United States Attorneys put this new tool to use, going after violent offenders and putting them in jail. By 1992, violent crime had begun a historic decline. From 1991 to 2014, violent crime fell by half; murder fell by half; aggravated assault fell by 47 percent and robbery by nearly two thirds.
  - From 2014 to 2016, violent crime increased by more than 8 percent nationwide, and murders spiked by 21 percent. The increase in the murder rate in 2015 was the largest one-year increase since 1968.

## Priorities

"Our goal is not to fill up the courts or fill up the prisons.

Our goal is not to manage crime or merely to punish crime. Our goal is to reduce crime, just as President Trump directed us to do. Our goal is to make every community safer – especially the most vulnerable." –Attorney General Jeff Sessions at the Major Cities Chiefs Association, 2017 Fall Meeting

- The President has directed his Administration to reduce crime in America, and the Attorney General has specifically identified **violent crime reduction** as the top priority of Department of Justice. Here in the Western District of Tennessee, this office agrees with and will faithfully execute that top priority to target and combat violent crime to ensure public safety, by a number of proven measures and effective initiatives.

## Upholding and Enforcing the Rule of Law



- The Department of Justice is the only federal agency that has a value; a virtue; a moral imperative in its name – that is, to do Justice. The rule of law is not just about words on paper. It depends on the character of the people who enforce the law, and we must provide leadership, professionalism, fundamental fairness, and urgency. There is and should be a consequence for criminal conduct, and we must not shrink back from aggressive enforcement of the rule of law in all areas just because it is difficult or unpopular.
- The new Charging and Disposition Policy announced by The Attorney General on May 10, 2017, directed all U.S. Attorneys to charge and pursue the most serious, readily provable offense and seek the most substantial guidelines sentence in each case, unless there are circumstances which justify an exception thereto. This policy affirms our responsibility to enforce the laws of Congress; it is moral and just; and produces consistency in the rule of law in our country.



### What is PSN?

*Project Safe Neighborhoods is a nationwide initiative that brings together federal, state, local and tribal law enforcement officials, prosecutors, and community leaders to identify the most pressing violent crime problems in a community and develop comprehensive solutions to address them.*

### FOUNDATIONS OF THE STRATEGY

- ☆ **Community-Based** – Each local program is contoured to fit the specific violent crime problem in that district.
- ☆ **Targeted** – Utilizes law enforcement and community intelligence, along with cutting-edge technology, to identify and target the most violent offenders for enforcement action.
- ☆ **Comprehensive** – Directs United States Attorneys to marry enforcement efforts with support of prevention and reentry strategies to combat violent crime in a lasting way.

*Every United States Attorney is implementing a PSN program that incorporates these standard features:*

1. **LEADERSHIP** by the United States Attorney to convene all partners;
2. **PARTNERSHIPS** at all levels of law enforcement and with the community;
3. **TARGETED** enforcement efforts that:
  - utilize the full range of available data, methods, and technologies to identify the offenders driving violent crime rates in the most violent locations in the district; and
  - **ensure** prosecution of those offenders in the federal, state, local, or tribal system – whichever provides the most certain and appropriate sanction;
4. **PREVENTION** of additional violence by prioritizing efforts such as:
  - ensuring public awareness of the violent crime reduction strategy and enforcement results;
  - communicating directly to offenders about the consequences of continuing violent behaviors;
  - supporting locally based prevention and reentry efforts; and
5. **ACCOUNTABILITY** for results based on outcome (reduction in violent crime), not merely output (numbers of investigations or prosecutions)

### PSN WORKS

*Independent research shows that PSN works. Michigan State University's School of Criminal Justice found that:*

### PROJECT SAFE NEIGHBORHOODS RESULTS (2000-2006)



## PSN 1.0

- In the Western District of Tennessee, a PSN partnership was formed in February, 2002 after United States Attorney Terry Harris and District Attorney Bill Gibbons personally met with each local law enforcement agency and with ATF to solicit participation in the identification of the particular gun violence problem plaguing the Memphis/Shelby County area.
- At the center of the problem was the perception among criminals and potential criminals that being caught with an illegal firearm was a "mere inconvenience," due to weak state sentencing laws.
- In response to this problem, the USAO, the Shelby County District Attorney, ATF, and local law enforcement committed to implementing procedures and committing the resources necessary to ensure that in the Shelby County criminal justice system, the perception would be that "Gun Crime IS Jail Time" and no longer a "mere inconvenience."
- Among other things, the USAO created a dedicated firearms unit, the Memphis Police Department created a multi-agency PSN task force, and the PSN partners implemented a weekly review of all arrests and citations in which a firearm was seized.
- At each weekly meeting, the partners review detailed investigative packets that have been prepared by the investigators in every case where a firearm, bullet or casing has been seized and there is an identifiable trigger for federal jurisdiction.

## PSN 1.0

- These packets include detailed criminal history and other information about the defendant, a summary of the current arrest, as well as information related to prior violent crime or gun related arrests. Once a gun case with a federal nexus is deemed to be provable, a determination is made whether to take the individual directly into the federal system (e.g., repeat violent offenders, escalating domestic violence offenders, or individuals who used firearms to commit an offense) or to make a plea offer in state court. Other cases more suitable for state prosecution are handled as usual in the state system.
- The "state offer" cases are opened federally, but then dismissed if the defendant opts to accept the offer and plead in state court. If the offer is rejected, the case is indicted and prosecuted in federal court.
- Under this process, from February 2002 through October 2008, over 12,273 cases were reviewed and 4,004 felons were identified. Over 1,100 defendants were indicted in federal court and over 400 defendants pled guilty to offers in state court. Federal firearms prosecutions increased dramatically during this period, while the number of firearms-related homicides decreased. Indeed, after the initial implementation of the PSN weekly review and intake meetings, the firearms related homicide rate in Shelby County fell 16.4 percent and fell to an 11-year low in 2004.

## PSN 2.0 - REINVIGORATION

- On October 4, 2017, Attorney General Jeff Sessions unveiled and announced the expansion and reinvigoration of the department's foundational violent crime reduction strategy: Project Safe Neighborhoods (PSN) initiative, which is a highly successful and proven violent crime reduction strategy to prioritize and focus targeted enforcement on the most violent offenders.
- The reinvigoration effort has 5 components: Leadership by the U.S. Attorney; Partnerships at all levels of law enforcement; Targeted and prioritized enforcement of the offenders that are driving violent crime rates; Prevention of additional violence by public awareness of the violent crime reduction strategy and enforcement results that creates general and specific deterrence; and Accountability for results based on output (increased number of prosecutions) and outcome (reduction in violent crime rates).
- Enhanced PSN 2.0 also utilizes the full range of available data, methods, and advances in technology to identify the locations with significant violent crime issues (hot spots) and the offenders that are driving violent crime there ("trigger-pullers and traffickers").
- On September 24, 2018, the DOJ awarded over \$1.1 million in grant funding to Memphis to hire personnel to utilize the National Integrated Ballistic Information Network (NIBIN), to purchase technology required to operate a Crime Gun Intelligence Center (CGIC) and ammunition for ballistic tests of recovered weapons, and to provide for enhanced Justice information sharing technology for the collection, storage, sharing and analysis of criminal justice data.

## PSN 2.0 - REINVIGORATION

Recruitment of additional resources to the PSN Task Force:

	<u>November, 2017</u>	<u>October, 2018</u>	+	<u>NIBIN Team</u>	
Memphis Police Dept.	8 officers	9 officers		4 officers	
Shelby Co. Sheriff Dept.	1 deputy	2 deputies			
ATF	<u>0 Agents</u>	<u>1 Agent</u>		<u>2 Agents</u>	
Total PSN detectives	9	12	+	6	= 18

\*PSN Task Force also includes 1 AUSA, 1 ADA, and 1 DA Investigator

\*\*Additional municipalities in Shelby County and additional counties across West Tennessee are also considering PSN participation and creation

# Firearms Offenses

On October 4, 2017, the DOJ announced the expansion and reinvigoration of the **Project Safe Neighborhoods (PSN)** initiative, which is a highly successful and proven violent crime reduction strategy to prioritize and focus targeted enforcement on the most violent offenders. We work with ATF, MPD, and SCSO to identify, investigate, prioritize, and aggressively federally prosecute all firearm offenses by prohibited persons under 18 U.S.C. 922 which cause and contribute to violent crime:

- felons in possession of firearms and ammunition;
- persons prohibited from possession of a firearm due to a prior misdemeanor Domestic Violence conviction or current order of protection
- any person who is an unlawful user of or addicted to any controlled substance in possession of a firearm
- any illegal alien in possession of a firearm
- any fugitive from justice or person currently under felony indictment in possession of a firearm
- any person who unlawfully possesses or discharges a firearm in a school zone
- any person who possesses any prohibited weapon under federal law, such as machine guns, firearms with obliterated serial numbers, short-barreled shotguns, or stolen firearms
- any person who acts as a straw purchaser or otherwise provides a firearm to an unauthorized person, such as felons, aliens, or juveniles;
- any person who makes materially false statements to a federal firearms licensed (FFL) dealer or business during the purchase or attempted purchase of a firearm – “Lie and try” cases
- any person who commits any robbery, burglary, or theft of a FFL dealer or business

**Firearms (18 U.S.C. 922 and 924)\*  
Western District of Tennessee**

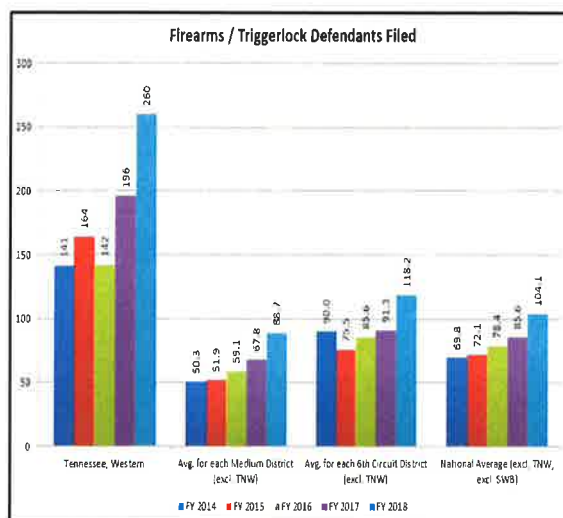
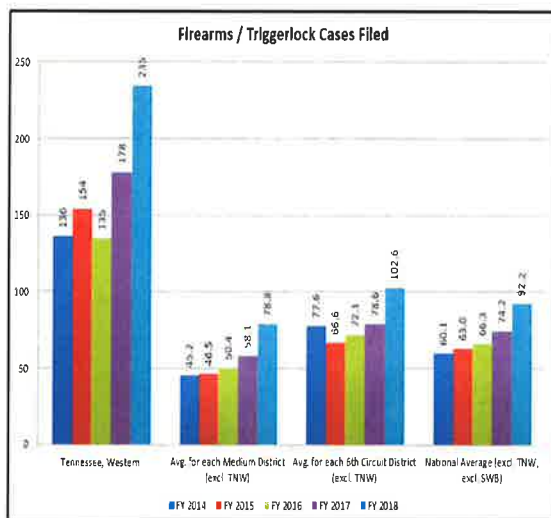
Category	FY 2014	FY 2015	FY 2016	FY 2017	Average of FY14-FY17	FY 2018**	Percent change of the coverage to the current year
Matters Received	217	244	233	311	251	378	↑ 50.3%
Defendants Filed	166	208	182	255	203	328	↑ 61.9%
Cases Filed	160	180	160	216	179	264	↑ 47.6%
Defendants Guilty	177	154	173	163	167	205	↑ 23.2%
No Prison	9	16	6	12	11	13	↑ 24.1%
1-12 months	8	3	5	2	5	5	↓ 18.6%
13-24 months	9	10	11	17	12	21	↑ 81.7%
25-36 months	18	23	10	15	17	20	↑ 21.3%
37-60 months	45	31	53	51	45	53	↑ 18.6%
61+ months	88	71	88	66	78	92	↑ 17.6%

\*This chart includes any and all criminal cases where 18 U.S.C. 922 or 924 was brought as any charge against a defendant. However, both statutes were run together to eliminate any double counting of cases/defendants when more than one subsection of Section 922 or 924 was charged against the same defendant, or both Sections 922 and 924 were charged against the same defendant. 61+ includes life and death sentences.

\*\*FY 2018 numbers are straight-line projections based on actual data through the end of June 2018.



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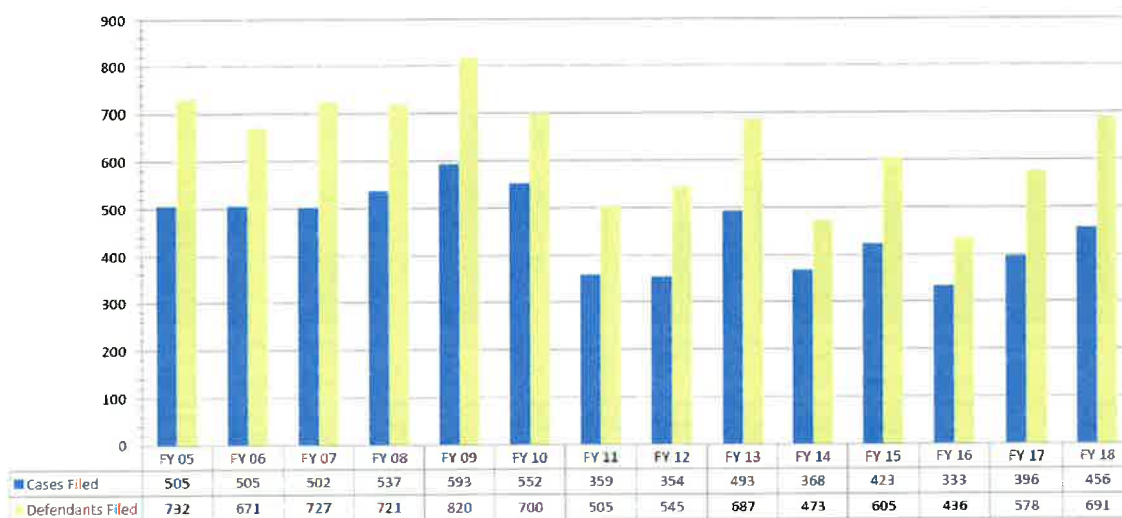


Firearms / Triggerlock Rank, Volume of Cases Filed	Rank among the 25 Medium Districts					Rank among the 9 Districts in the 6th Circuit					National Rank				
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Rank, Volume of Cases Filed	2	1	1	1	1	3	1	2	1	1	12	10	11	9	6
Rank, Volume of Defendants Filed	2	1	2	1	1	3	1	3	1	1	14	11	15	11	7

Firearms / Triggerlock cases make up 42% of all criminal Cases Filed in TNW over the past 5 years. By comparison, Firearms / Triggerlock cases make up 20% of all criminal Cases Filed in Medium Districts, 22% of all criminal Cases Filed in the 6th Circuit, and 15% of all criminal Cases Filed nationally. See pie charts at the bottom of the Dashboard for more information.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
1	TENNESSEE WESTERN																	
2																		
3																		
4		FY 2016	FY 2017		OCT FY18	NOV FY18	DEC FY18	JAN FY18	FEB FY18	MAR FY18	APR FY18	MAY FY18	JUN FY18	JUL FY18	AUG FY18	SEP FY18		FY18 Total
5	All Defendants	436	578		48	56	55	30	111	76	32	35	69	70	47	95		724
6	All Drugs	146	206		10	18	7	11	78	13	2	10	12	19	10	32		222
7	Violent Crime	171	241		34	32	22	11	29	48	19	14	38	44	22	22		335
8	White Collar Crime	40	62		1	2	2	1	1	4	0	2	3	1	5	9		31
9	Health Care Fraud	5	3		0	0	0	0	0	0	0	0	0	0	0	0		0
10	Consumer Protection	2	30		0	1	0	0	0	3	0	0	0	0	0	5		9
11	Financial Fraud	19	23		0	1	2	1	1	1	0	2	2	1	5	4		20
12	Fraud on the Government	13	6		1	0	0	0	0	0	0	0	1	0	0	0		2
13	18 USC 922	157	222		23	18	20	11	27	44	18	11	25	40	16	22		275
14	18 USC 924	44	68		9	8	8	7	9	16	4	3	19	16	14	8		121
15	18 USC 922/924	182	255		30	25	24	16	28	51	19	13	40	46	25	25		342
16	8 USC 1324	1	0		0	0	0	0	0	0	0	0	0	0	1	0		1
17	8 USC 1325 (DC)	0	0		0	0	1	0	0	0	3	7	2	2	0	0		15
18	8 USC 1325 (MC)	0	0		0	0	0	0	0	0	0	0	0	0	0	0		0
19	8 USC 1326	2	8		1	1	3	0	0	1	2	0	4	1	5	10		28
20	18 USC 111	2	4		0	0	0	0	0	0	0	0	0	0	0	0		0
21	18 USC 1028A	1	8		1	0	0	0	0	3	0	0	0	0	0	0		4
22	18 USC 1546	1	0		0	0	15	0	0	0	0	0	0	0	0	0		15
23	18 USC 922(g)(5)	1	1		0	0	1	0	0	0	0	0	0	2	0	0		3
24	MS-13	N/A	0		0	0	0	0	0	0	0	0	0	0	0	0		0
25	PSN	N/A	N/A		N/A	N/A	N/A	3	53	17	15	12	26	29	21	22		198

**United States Attorneys Criminal Caseload Statistics**  
**Western District of Tennessee**  
**Cases and Defendants Filed**



## **FY 2018 RESULTS**

(OCT. 1, 2017 – September 30-2018)  
 Memphis/Shelby County

- Total direct federal firearms indictments from PSN = 126
- Violent Crime Unit:
  - ATF indictments = 24
  - Safe Streets Task Force (SSTF) indictments = 25
  - Multi-Agency Gang Unit (MGU) indictments = 15

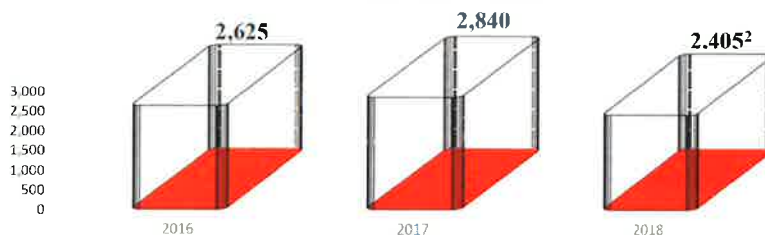


### REPORTED GUN CRIMES DOWN SIGNIFICANTLY DURING FIRST HALF OF YEAR

Reported crimes with guns were down significantly during the first half of this year (2018) compared to last year in the city of Memphis and unincorporated parts of Shelby County, according to figures from the Project Safe Neighborhoods G.U.N. (Government United for Non-Violence) Unit.

From January through the end of June, there were 2,405 reported crimes with guns compared to 2,840 for the same period in 2017 – a 15.3 percent drop. The number is also 8.4 percent less than the 2,625 reported gun crimes in 2016.

#### NUMBER OF REPORTED GUN CRIMES IN MEMPHIS AND UNINCORPORATED SHELBY COUNTY<sup>1</sup> JANUARY - JUNE



<sup>1</sup> Reported gun crime incidents in city of Memphis and unincorporated parts of Shelby County.  
Source: Project Safe Neighborhoods G.U.N. Unit

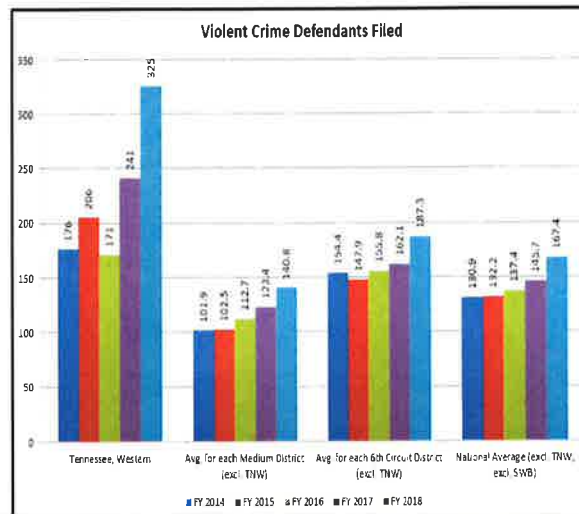
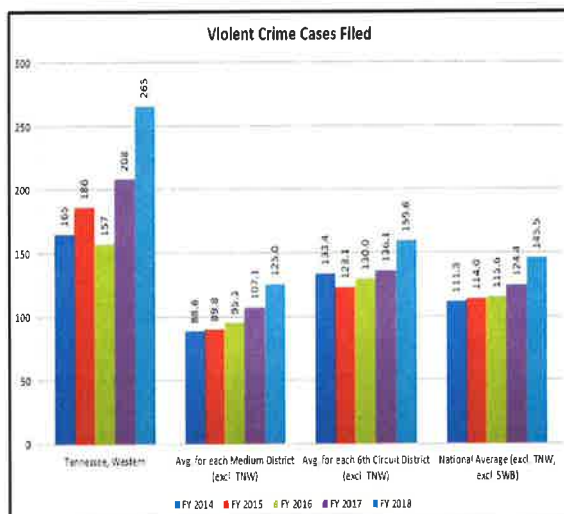
<sup>2</sup> A 8.4 percent decrease compared to 2016 and a 15.3 percent decrease compared to 2017.

### Bank Robbery Hobbs Act Business Robbery Carjacking Criminal Enterprises Gang violence

The U.S. Attorney's office will charge any persons who use, carry, brandish, discharge, or possess a firearm in furtherance of any crime of violence or drug trafficking crime, and seek mandatory consecutive sentences and mandatory minimum sentences for any persons who qualify as armed career criminals or career drug offenders due to prior conviction history.

- We will use the Racketeer Influenced and Corrupt Organizations (RICO) & Violent Crimes in Aid of Racketeering (VICAR) statutes to prosecute those who engage in organized criminal enterprises and gang conspiracies to commit murder, kidnapping, and assault with a deadly weapon in furtherance of racketeering. We work with the Safe Streets Task Force and the Multi-Agency Gang Unit to disrupt these gangs and hold them accountable for violence. (DOJ has prioritized and targeted MS-13 Mexican street gang, which is one of the most violent and ruthless gangs in the country)

All FY 2018 numbers are straight-line projections based on actual data through the end of June 2018.

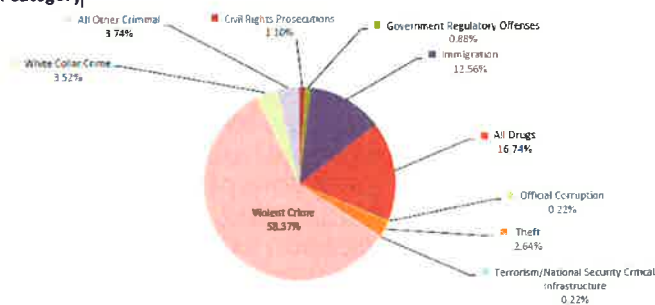


	Rank among the 25 Medium Districts					Rank among the 9 Districts in the 6th Circuit					National Rank				
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Violent Crime Rank, Volume of Cases Filed	3	2	3	2	1	4	2	3	2	1	19	17	23	16	13
Violent Crime Rank, Volume of Defendants Filed	3	2	3	3	1	4	2	4	3	1	25	18	26	17	13

Violent Crime cases make up 56% of all criminal Cases Filed in TNW over the past 5 years. By comparison, Violent Crime cases make up 37% of all criminal Cases Filed in Medium Districts, 37% of all criminal Cases Filed in the 6th Circuit, and 33% of all criminal Cases Filed nationally. See pie charts at the bottom of the Dashboard for more information.

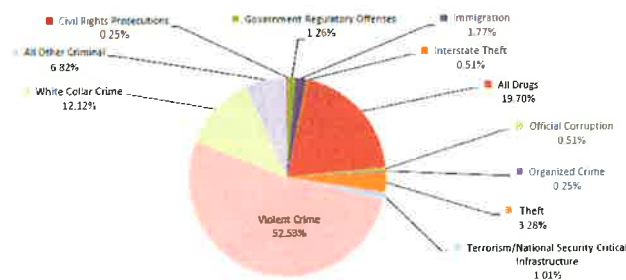
### United States Attorneys -- Criminal Caseload Statistics Western District of Tennessee Cases Filed by Program Category

Fiscal Year 2018

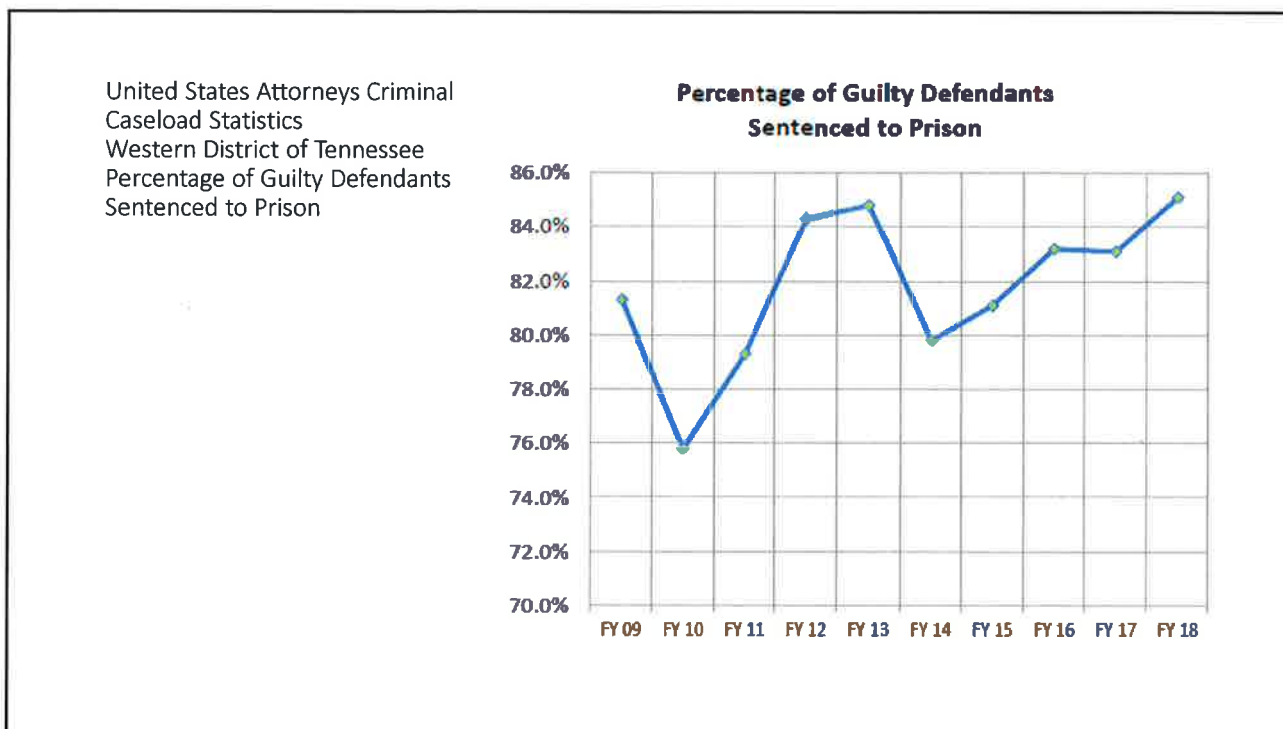
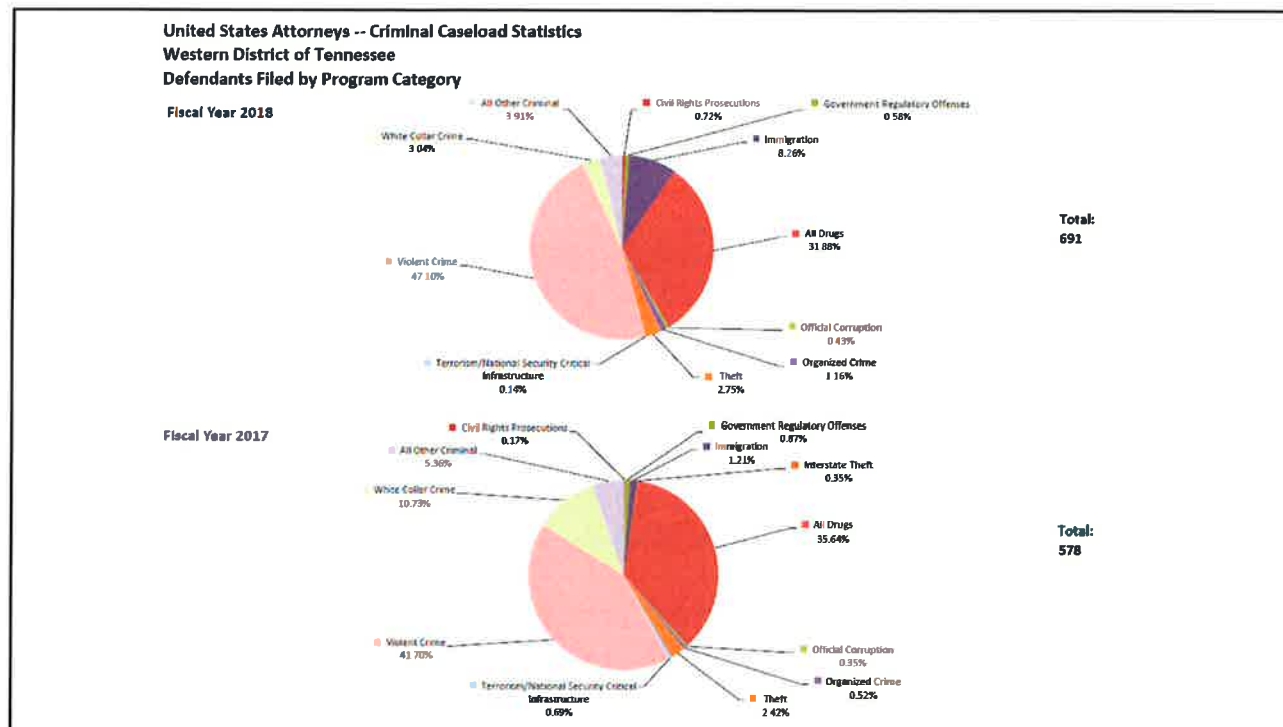


Total:  
456

Fiscal Year 2017



Total:  
396



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THE UNITED STATES ATTORNEY'S OFFICE  
WESTERN DISTRICT *of* TENNESSEE

FOR IMMEDIATE RELEASE

Friday, October 5, 2018

**U.S. Attorney Dunavant Announces Progress in Making our Communities Safer through Project Safe Neighborhoods**

FOR IMMEDIATE RELEASE

Tuesday, October 2, 2018

**Convicted Felon Sentenced to 120 Months in Federal Prison after a Child Found Sitting on Loaded Firearm**

FOR IMMEDIATE RELEASE

Tuesday, August 28, 2018

**Convicted Felon Indicted for Making False Statements on a Federal Background Check Form while Attempting to Purchase a Firearm**

FOR IMMEDIATE RELEASE

Monday, July 16, 2018

**Memphis Man sentenced to 15 years imprisonment for being a Convicted Felon in Possession of a Firearm**

FOR IMMEDIATE RELEASE

Monday, April 16, 2018

**Convicted Felon Sentenced to 110 Months Imprisonment for Illegally Possessing a Firearm**

FOR IMMEDIATE RELEASE

Friday, April 13, 2018

**U.S. Attorney Announces the Indictments of Nineteen Individuals on Federal Firearms Charges; Several are Convicted Felons**

FOR IMMEDIATE RELEASE

Tuesday, February 6, 2018

**Memphis Man Indicted for Possession of a Firearm that Resulted in Injuries to a Three-Year-Old**

FOR IMMEDIATE RELEASE

Tuesday, October 16, 2018

**Two Men Indicted for Theft of 366 Firearms from UPS Facility**

FOR IMMEDIATE RELEASE

Monday, October 15, 2018

**Convicted Felon who Fled from Police Sentenced to 20 Years in Federal Prison on Drug and Gun Charges**

FOR IMMEDIATE RELEASE

Tuesday, October 9, 2018

**Grape Street Crip Gang Member Sentenced to 25 Years in Federal Prison for Possession of Firearm during Robberies**

FOR IMMEDIATE RELEASE

Monday, September 24, 2018

**Convicted Felon Found Guilty of Possessing a Firearm after Opening Fire on Family Members**

FOR IMMEDIATE RELEASE

Monday, May 14, 2018

**Alleged Member of Robbery Crew Convicted of Being a Felon in Possession of Ammunition**

FOR IMMEDIATE RELEASE

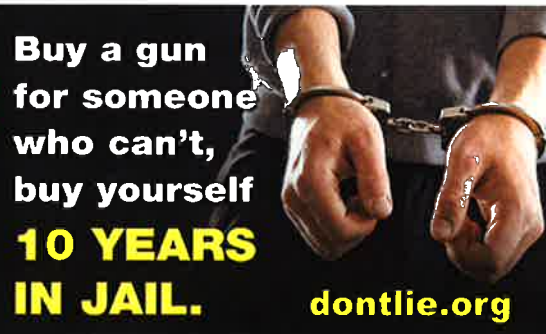
Wednesday, October 25, 2017

**Convicted Felon Pleads Guilty to Shooting and Carjacking a Man**

FOR IMMEDIATE RELEASE

Thursday, October 5, 2017

**Attorney General Jeff Sessions Announces Reinvigoration of Project Safe Neighborhoods and other Actions to Reduce Rising Tide of Violent Crime**



## LOCAL RESULTS

### Memphis/Shelby County

#### MURDERS, ROBBERIES, AND RAPES DECLINE

Based on preliminary figures from the Tennessee Bureau of Investigation (TBI) released by the University of Memphis Public Safety Institute and the Memphis Shelby Crime Commission, murders in Memphis were down 17.6 percent during the first three quarters of 2018 (January-September) compared to the same time period in 2017.

Reported robberies were down 12.4 percent, and reported rapes declined 18.2 percent.

For all of Shelby County, the declines were not quite as great, with a 14.5 percent drop in murders, an 11.3 percent decline in reported robberies, and a 16.6 percent decline in reported rapes.

Reported aggravated assaults increased slightly - by 1.9 percent in Memphis and 2.8 percent countywide. Because the overall major violent crime figure is calculated by the FBI and TBI as an aggregate number of all murders, robberies, rapes and aggravated assaults combined, the sheer volume of aggravated assaults drives the overall percentage of increase or decrease. Therefore, overall major violent crime declined by a lesser percentage - 3.0 percent in Memphis and 1.8 percent countywide - than that for murders, robberies and rapes.

## NATIONAL RESULTS



#### JUSTICE DEPARTMENT SMASHES RECORDS FOR VIOLENT CRIME, GUN CRIME, ILLEGAL IMMIGRATION PROSECUTIONS, INCREASES DRUG AND WHITE COLLAR PROSECUTIONS

- Under the leadership of Attorney General Jeff Sessions, the Department of Justice charged **the largest number of violent crime and firearm defendants in its history** in Fiscal Year (FY) 2018.
- According to data from the Executive Office of United States Attorneys (EOUSA), the number of defendants charged with criminal felony offenses increased by nearly 15 percent from more than 71,200 defendants in FY 2017 to more than 81,800 in FY 2018.
- In FY 2018, the Justice Department charged the largest number of violent crime defendants since EOUSA started to track this category more than 25 years ago (more than 16,800)—**surpassing by nearly 15 percent the previous record set just last year.**
- In FY 2018, the Justice Department charged more than 15,300 defendants with federal firearms offenses, which is **17 percent more than the previous record.**
- Several weeks ago, the Federal Bureau of Investigation released its annual crime report, which shows that violent crime has stopped rising and actually has fallen under General Sessions' leadership. And the preliminary information we have for 2018 gives us reason for continued optimism: Public data from 60 major cities show that **violent crime was down by nearly 5 percent** in those cities in the first six months of 2018. For the first time in two years, the rising overall violent crime rate and surging homicide rate have decreased. We expect even more significant progress in the future.

**Commitment:  
Justice for victims and  
consequences for  
criminals**



"These sustained decreases in reported gun crimes and all major violent gun crime categories are encouraging, and shows that our return to proven enforcement policies under PSN is working. Putting the right people in prison incapacitates the most violent offenders, upholds the rule of law, deters criminal conduct with a strong message of significant consequences, and makes us all safer."

- If you are a violent criminal with a firearm, you will be held accountable and removed from our streets.
- If you are a victim of crime, there will be justice.
- If you are a law enforcement officer, you will have my unwavering support.
- If you are a member of the U.S. Attorney's staff and want to wear the white hat, you are going to have a heavy caseload.
- If you are a citizen, rest assured that we will achieve better public safety results.

D. Michael Dunavant  
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for the Western  
District of Tennessee





# OPERATION: SAFE COMMUNITY-3

## CRIME PLAN 2017-2021

### 3rd Quarter 2018 Report (rev. 10-23-18)

Blue - Completed

Green - On Schedule



Yellow - Slightly Behind Schedule

Red - Significantly Behind Schedule



Purple - Modified

## 2018 Objectives: Process Milestones




### GOAL A: Strengthen Community Engagement in Crime Prevention Efforts.




	<b><u>Objective A1:</u></b> Establish and maintain a "Neighborhood Safety Initiative" (NSI) that builds on and strengthens partnerships among neighborhood groups, law enforcement, and other city/county government agencies.	Owner(s): Crime Commission; City of Memphis; Shelby County
	Hold meetings with faith- and community-based organizations in neighborhoods without NWGs to develop interest in creating new NWGs.	Jan 2018 and ongoing
	Identify and map the number and boundaries of neighborhoods in the Old Allen and Tillman precincts with active NWGs.	Completed
	MPD will hold training sessions for those interested in organizing new NWGs.	Mar 2018 and ongoing
	Conduct and compile results (twice a year) of survey of NWGs in focus areas to determine whether they meet the agreed upon criteria of an "active" group.	Completed
		Oct 2018
	Conduct and compile results (twice a year) of survey of PJA leaders regarding their satisfaction with governmental responses to neighborhood concerns.	Completed
		Nov 2018
	PSI will conduct and issue an interim evaluation/assessment of the NSI to determine its effectiveness.	Apr - July 2018
	Organize active NWGs in at least 40% of those populated areas in the Old Allen and Tillman precincts without a NWG as of 2016.	Dec 2018
	<b><u>Objective A2:</u></b> Establish a community prosecution model in targeted communities.	Owner(s): DA's Office
	Develop and implement a process for determining case disposition times by MPD precinct.	Feb 2018
	Develop and send out a survey of MPD officers in community prosecution precincts and compile results and compile results.	Completed
	Develop and send out a survey of neighborhood watch group participants in community prosecution precincts and compile results.	Completed
	PSI will conduct and issue an interim evaluation/assessment of community prosecution models, including impact on case disposition times, perceptions of law enforcement and neighborhood watch leaders, and impact on crime rates.	May-Sep 2018
	Conduct a follow-up survey of MPD officers in community prosecution precincts and compile results.	Oct 2018




	Conduct a follow-up survey of neighborhood watch participants in community prosecution precincts.	Oct 2018
	Increase the number of productive Crimestopper contacts within the community prosecution precincts/districts.	Dec 2018
	Decrease the overall number of incidents of Part 1 crime in the designated community prosecution areas by a greater percentage than the community-wide percentage.	Dec 2018
	<b><u>Objective A3</u></b> : Intensify problem-solving community policing through stronger police-citizen relations.	<u>Owner(s)</u> : MPD; SC Sheriff's Off.; CrimeStoppers
	SCSO and MPD will increase participation in their various youth-focused activities compared to 2017.	Dec 2018
	Maintain participation level in MPD and SCSO Citizen Academies classes with 2017 level of participation.	Dec 2018
	SCSO and MPD will maintain the participation level in their Clergy Academies in 2018 with the 2017 level of participation.	Dec 2018
	Increase the number of citizens participating in various SCSO speakers' bureau presentations over 2017 participation levels.	Dec 2018
	Increase the number and percentage of productive Crimestoppers contacts (system-wide).	Dec 2018
	Increase the number and percentage of citizen-initiated tips/complaints that result in charges being filed.	Dec 2018
	<b><u>Objective A4</u></b> : Expand Safeways' intensive crime prevention program for Shelby county apartment communities.	<u>Owner(s)</u> : Safeways, Inc.
	Roll out "Safeways Select Certified Program" initiative.	Jan 2018
	PSI will conduct and issue an interim assessment of the Safeways program.	Jun-Sep 2018
	Expand Safeways services by at least 20% over the 2016 level of 100+ apartment communities.	Dec 2018
	Expand by at least 8% the number of 100+ apartment communities participating in the Safeways certification program over 2016.	Dec 2018
	Enroll 12 properties in the new Safeways Select Certified Program.	Dec 2018
	Reduce the level of reported crime in certified Safeways properties by at least 10% compared to 2016.	Dec 2018
<b>GOAL B: Strengthen Law enforcement's Ability to Reduce Violent Street Crime.</b>		
	<b><u>Objective B1</u></b> : Clarify and resolve shortages in law enforcement staffing.	<u>Owner(s)</u> : MPD; SC Sheriff's Off.
	Complete zero-based staffing assessment of MPD staffing needs.	Sep 2018
	Employ at least 230-235 new MPD commissioned officers.	Dec 2018

	Determine the appropriate metrics to measure success of the DVI model.	Completed
	Implement the DVI initiative as outlined in the model.	Completed
	First DVI cohort begins.	Oct 2018
<b>GOAL E: Enhance Intervention for Juveniles Committing Delinquent Acts.</b>		
	<b><u>Objective E1:</u></b> Establish a youth assessment center (YAC) to provide needs assessments and appropriate interventions for non-violent youthful offenders (both delinquent and status offenders) rather than automatically involving them in the criminal justice system.	<b><u>Owner(s):</u></b> Juvenile Court, Shelby County, Crime Commission
	Finalize and introduce enabling legislation in the General Assembly.	Completed
	Finalize the location for a pilot assessment center.	Completed
	Finalize the development of a budget for operation of a "pilot" assessment center.	Completed
	Designate a director for development and initial operation of an assessment center.	Completed
	Conduct community-based informational meetings on the assessment center concept.	Completed
	Enact legislation.	Completed
	Finalize the assessment center pilot model.	Apr 2018
	Enter into memoranda of understanding/contracts with appropriate service providers and law enforcement.	May 2018
	Approve the budget for the pilot assessment center.	Completed
	Finalize the geographic area to be served by the pilot assessment center.	Aug 2018
	Launch the assessment center for the pilot geographic area.	Aug 2018
	<b><u>Objective E2:</u></b> Develop a system of Evening Reporting Centers (ERCs) across the county to serve more delinquent youth at the community level.	<b><u>Owner(s):</u></b> Juvenile Court, Shelby County Schools
	Finalize and submit to county government the proposed budget for operation of additional evening reporting center site(s) using SCS alternative school(s).	Completed
	Submit the proposed budget to the County Commission as part of the consolidated proposed County budget for FY18-19.	Completed
	Approve the budget for the additional site(s).	Completed
	Decide on operator(s) of the additional ERC site(s).	Aug 2018
	Open the addition ERC site(s).	Nov 2018



	Obtain baseline employment data from TN Department of Labor for MSCOR clientele enrolled 2013 and forward.	Feb 2018
	Begin the delivery of transitional work services.	Completed
	Hold symposium co-hosted by PSI, TN Dept. of Labor, and WIN to encourage local employers to hire ex-offenders.	Completed
	PSI will conduct and issue an interim assessment on program progress, including report on the number/percentage of participants who remained employed through the first two quarters.	Jul-Nov 2018
	<b><u>Objective C2:</u></b> Effectively implement the state's new system of "swift, certain and fair" administrative sanctions in lieu of incarceration for violating certain conditions of probation or parole.	<b><u>Owner(s):</u></b> TN Department of Correction
	Agree on the needed data collection and method of gathering the data to measure the system's success in Shelby County.	Completed
	PSI will conduct and issue an interim evaluation of the administrative sanctions program's impact in Shelby County.	Jun-Sep 2018
<b>GOAL D: Enhance Domestic Violence Prevention and Intervention Efforts.</b>		
	<b>Objective D1:</b> Evaluate and expand the success of the Family Safety Center (FSC) in reducing re-victimization.	<b><u>Owner(s):</u></b> Family Safety Center, Crime Commission
	Obtain 1st quarter 2018 baseline data related to re-victimization of FSC clients through the Conflict Tactics Scale-2 (CTS-2), an evidence-based risk evaluation tool.	Completed
	Obtain 2017 (June-Dec) data on Herth Hope Index (HHI), which measures a victim's resiliency in responding to violent events, as an initial framework to establish a baseline measuring FSC client resiliency.	Completed
	PSI will begin an evaluation of the FSC.	Completed
	Establish an initial baseline for FSC clients on the CTS-2 scale, using a 90-day pre- and post-service initiation benchmark.	Completed
	PSI will issue an interim evaluation/assessment of FSC.	Dec 2018
	Revictimization of FSC clients will be lower in 2018 compared to the baseline, as measured by specified outcomes on the CTS-2 risk evaluation tool.	Dec 2018
	A greater percentage of FSC clients will have improved resiliency scores on the Herth Hope index (HHI) post-service initiation compared to the baseline.	Dec 2018
	<b><u>Objective D2:</u></b> Effectively implement a "domestic violence initiative" (DVI) model in which multiple law enforcement agencies team up with community members and social service providers to deal with repeat domestic violence offenders with a "carrot and stick" model.	<b><u>Owner(s):</u></b> District Attorney's Office
	Create working group for DVI initiative.	Completed
	Agree upon the appropriate DVI model for implementation in Shelby County.	Completed

	Finalize a new location for the Multi-Agency Gang Unit.	Completed
	PSI will conduct and issue an interim assessment on the impact of gang "safety zone" injunctions.	Apr-Jul 2018
	Continue issuing nuisance and gang enforcement actions where investigations warrant.	Ongoing
	Reduce the number of arrests of the individuals who have been enjoined pursuant to a "safety zone" injunction.	Dec 2018
	Reduce the violent crime rates in areas served by "safety zone" injunctions.	Dec 2018
	<b><u>Objective B5</u></b> : Effectively implement a violence intervention/focused deterrence (FD) model in which multiple law enforcement and prosecution agencies team up with community members and social service providers to deliver a "carrot and stick" approach to curbing gun violence.	<u>Owner(s)</u> : Multi-Agency Gang Unit
	Agree on the needed data collection and method of gathering the data to measure FD success.	Completed
	Initiate first FD call-in.	Completed
	Initiate additional FD call-in(s). (Next call-in now scheduled for November 2018.)	May 2018
	PSI will conduct and issue an interim process review of FD program elements.	Aug-Oct 2018
	<b><u>Objective B6</u></b> : Expand efforts to reduce crimes with guns through (1) strengthening state penalties involving illegal possession of guns, (2) enforcing both federal and state gun laws effectively, and (3) communicating to the street level the consequences of engaging in gun crime.	<u>Owner(s)</u> : Crime Commission
	Continue second phase of the FED UP communications campaign to convey the consequences of committing crimes with guns.	Ongoing
	Survey new parolees and probationers on awareness of the FED UP communications campaign.	Ongoing
<b>GOAL C: Strengthen Intervention Programs for Ex-Offenders.</b>		
	<b><u>Objective C1</u></b> : In order to increase their chances of breaking the cycle of crime, implement a jobs program for high-risk ex-offenders that adds a transitional work feature to the more traditional program elements of job placement, life skills and mental health support.	<u>Owner(s)</u> : Memphis and Shelby County Office of Re-entry, Workforce Investment Network
	Establish protocols within MSCOR related to data necessary to track one-year employment outcomes for clients.	Completed
	Re-establish baseline and up to date recidivism/return data from TDOC for MSCOR clients enrolled 2015 and forward.	Aug 2018

	Employ at least 70 new PST officers.	Dec 2018
	Have an attrition rate among MPD commissioned officers of less than 115.	Dec 2018
	Employ at least 25 new SCSO deputy sheriffs.	Dec 2018
	Employ at least 40 new SCSO deputy jailers.	Dec 2018
	<b><u>Objective B2</u></b> : Use additional law enforcement staffing, technology, and other resources to expand data-driven, proactive policing.	<u>Owner(s)</u> : MPD; SC Sheriff's Off.
	Launch "TRAC 2" as a ramped up MPD process geared toward data-driven policing and accountability for results.	Completed
	PSI will conduct and issue an interim assessment on the status of MPD's data-driven policing and its impact.	Mar-Sep 2018
	<b><u>Objective B3</u></b> : Enhance law enforcement training to better serve the community.	<u>Owner(s)</u> : MPD; SC Sheriff's Off.
	Develop a training curriculum for the MPD and SCSO training academies related to proper law enforcement practices and standards.	MPD: Completed
		SCSO: Completed
	Incorporate and deliver the training curriculum into the training academies.	MPD: Completed
		SCSO: Completed
	Evaluate results of the training curriculum assessments.	Jul 2018
	Deliver post-training assessments for MPD and SCSO training academy graduates related to proper law enforcement practices and standards.	MPD: Sep 2018
		SCSO: Sep 2018
	Begin implementation of recommendations from the evaluation of the training assessments.	MPD: Dec 2018
		SCSO: Dec 2018
	<b><u>Objective B4</u></b> : Enhance the use of intelligence and data-gathering to reduce gang violence.	<u>Owner(s)</u> : Multi-Agency Gang Unit
	Obtain data on violent crime within "safety zones" both prior to and since issuance of injunctions.	Mar 2018
	Obtain data on crime committed by those enjoined through "safety zone" injunctions since being served with the injunction.	Mar 2018
	Survey MPD officers, including leadership, in precincts where gang injunctions are in effect to determine their knowledge of gang members subject to the injunction(s) and conditions imposed by the injunction(s).	Completed
	Convey to MPD leadership the results of the gang injunction knowledge survey, with recommendations.	Sep 2018
	Increase the Multi-Agency Gang Unit investigative and intelligence gathering staff by at least 23 individuals for a total staff of 59.	SCSO: Feb 2018 (5) Sep 2018 (10)
		MPD: (8) Completed